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card
Honorable Edward A. McDermott
Director, Office of Emergency Planning
Executive Office of the President
Washington, D. C.

Dear Mr. McDermott:

We have recently reviewed the Agency's National Defense Executive Reserve program as part of a general study of our mobilization planning. All of our Reservists are either current consultants or former employees and most of them are in periodic contact with their sponsoring offices on a routine basis. Accordingly, there has been very little need or justification for additional training. For this reason, and because security considerations dictate against our Reservists attending regional seminars, their participation in the National program has been extremely limited.

We do anticipate a considerable expansion of the Agency in event of a general emergency but our primary requirements for additional manpower will be personnel with military skills and status. Satisfactory arrangements have been made with the Armed Forces for these estimated requirements. We do, also, maintain an informal Civilian Standby Reserve of selected former employees and consultants who have indicated a willingness to return to work for the Agency in event of emergency if their circumstances at the time permit. We anticipate inviting those few of our Executive Reservists who are not now in consultant status to join this program.

(EXECUTIVE REGISTRY FILE *OEP*)

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In view of the foregoing, it is our feeling that our active participation in the Executive Reserve program may now be discontinued. I wish to take this opportunity to express to you and all members of your office who administer the Executive Reserve program our sincere appreciation for the excellent cooperation, support and understanding which we have always received in the management of our Reserve unit, and to offer our continuing assistance whenever you feel we can be helpful.

Faithfully yours,

Marshall S. Carter
Lieutenant General, USA
Deputy Director

OP/MMPD/MRB/() blh (29 Oct 63)

Rewritten: O/DDCI:MSC/lcv (15 Nov 63)

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MEMORANDUM FOR: Director of Central Intelligence

SUBJECT: National Defense Executive Reserve

Executive Registry

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1. This memorandum suggests action on the part of the Director of Central Intelligence. Such action is described in paragraph 5.

2. CIA has participated on a token basis in the government-wide Executive Reserve program which was initiated under the Office of Civil and Defense Mobilization pursuant to Executive Order No. 10660, 15 February 1956, a copy of which is attached at Tab A. The objective of this program is to establish an effective nucleus reserve of executive talent for the civilian operations of the government by identifying, recruiting, and training an adequate number of executives for use in an emergency. Our unit is composed of twenty (20) Reservists, all of whom are either current consultants or former consultants or employees. Current information, including names, occupations, status and sponsoring office is reflected at Tab B.

3. Because practically all of our Reservists are in periodic contact with their sponsoring offices in their role as consultants, there has been little need or justification for them to participate in training programs such as those undertaken by other Federal agencies in the form of regional seminars and national conferences. For this reason, and because our Reservists could not be openly identified with the National program, our apparent record of participation leaves much to be desired.

4. In view of the above, it is proposed that we discontinue our participation in the Executive Reserve and rely on the Agency's Civilian Standby ("Alumni") Reserve as our source of additional civilian manpower in event of emergency. Upon recommendation of the sponsoring office, Executive Reservists would be invited to join this program when their consultant status is terminated. A proposed Agency Regulation covering the Civilian Standby Reserve is on formal Agency coordination through the Personnel Advisory Board. A copy is attached at Tab C.

5. It is recommended that the letter at Tab D which notifies the Office of Emergency Planning of our withdrawal from the Executive Reserve be signed and dispatched. The Office of Personnel will then prepare letters to individual Reservists to advise them of this action; a draft is attached at Tab E.

JAMES H. HARRIS

Russell D. Echols
Director of Personnel

Attachments: A/S

Concur:

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Deputy Director (Support)

Date

The recommendation in paragraph 5 is approved.

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EXECUTIVE ORDER NO. 10660

**PROVIDING FOR THE ESTABLISHMENT OF A
NATIONAL DEFENSE EXECUTIVE RESERVE**

By virtue of the authority vested in me by the Constitution and laws of the United States, including sections 703(a) and 710(e) of the Defense Production Act of 1950, as amended (50 U.S.C. App. 2153(a); 2160(e)), and as President of the United States, it is hereby ordered as follows:

Section 1. There is hereby established in the executive branch of the Government a National Defense Executive Reserve to be composed of persons selected from various segments of the civilian economy and from government to be trained for employment in executive positions in the Federal Government during periods of emergency.

Section 2. The Director of the Office of Defense Mobilization is hereby directed to institute and administer the Executive Reserve program; to coordinate the activities of other agencies in establishing units of the Reserve; to provide for appropriate standards of recruitment and training; and to issue necessary rules and regulations in connection with such program.

Section 3. The Director of the Office of Defense Mobilization in carrying out his responsibilities under this order may utilize the services of other departments and agencies in the maintenance of agency and centralized rosters and in the development of training programs and materials.

Section 4. Heads of departments and agencies of the Government designated by the Director of the Office of Defense Mobilization, after appropriate consultation, are authorized to establish units of the Executive Reserve and to select and designate persons to serve as members of the units.

Section 5. Activities of persons by reason of designation as Executive Reservists under this order shall not include acting or advising on any matter pending before any department or agency but shall be limited to receiving training for mobilization assignments under the Reserve program. With respect to activities as so limited, reservists who are not full-time Government employees shall be exempt from the operation of sections 281, 283, 284, 434, and 1914 of Title 18, United States Code, and section 190 of the Revised Statutes (5 U.S.C. 99).

Section 6. The Director of the Office of Defense Mobilization shall report to the President annually, and at such other times as may be appropriate, on the progress made in the development and operation of the Executive Reserve program.

DWIGHT D. EISENHOWER

THE WHITE HOUSE

February 15, 1956

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15. CIVILIAN RESERVE PROGRAM. This paragraph prescribes policies for the selection and use of Civilian Reservists and provides for the establishment of a centralized Directory to implement the Civilian Reserve program.

- a. GENERAL. The Civilian Reserve is a group of selected individuals previously employed by or associated with CIA or its predecessor organizations who, because of their skills or present status, may be of assistance to the Agency in its recruitment or outplacement of personnel, the reporting of cover opportunities or investigative leads, certain operational activities, and special tasks that can be performed by persons outside the Agency. The Civilian Reserve has additional value as a potential source of manpower in event of emergency or wartime expansion. An individual who indicates his willingness to be considered available to render assistance should the need arise and his personal circumstances permit will be selected as a Civilian Reservist.
- b. CIVILIAN RESERVE DIRECTORY. A current centralized Directory of Civilian Reservists shall be established and maintained in the Office of Personnel in order to afford maximum Agency-wide use of individuals in the Civilian Reserve program. Names of individuals listed in the Directory and pertinent biographic information developed on these individuals shall be made available to appropriate officials to meet specific requirements established by Operating Officials or Heads of Independent Offices.
- c. SECURITY AND COVER CONSIDERATIONS. Careful consideration shall be given to Agency standards and cover in selecting, contacting, and using Civilian Reservists.
 - (1) The selection of an individual for membership in the Civilian Reserve must be approved from the standpoint of security by the Director of

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Security and, when appropriate, by the Operating Official or the Head of the Independent Office who has jurisdiction over the activity to which the individual is or was assigned at time of his separation from the Agency.

- (2) Every precaution shall be taken to ensure that the names of and information concerning Civilian Reservists who have served previously in particularly sensitive activities for the Agency are kept on a restricted basis and released with utmost discretion to officials having legitimate requirements for such information.
- (3) Contacts with individual Civilian Reservists regarding their possible use shall be made only after clearance with the Office of Personnel. If a Civilian Reservist is engaged in sensitive activities for the Agency, all contacts with him (other than those made by officials in the using component) shall be suspended except in cases where proposed contacts are approved by the Operating Official or the Head of the Independent Office having jurisdiction over the activity in which the Reservist is engaged.

d. SELECTION OF CIVILIAN RESERVISTS

- (1) The selection of a Civilian Reservist shall be based on his potential for usefulness to the Agency. In assessing the potential usefulness of an individual consideration shall be given to his skills his past assignments in the Agency or its predecessor organizations his current or planned employment or status, his attitude toward the Agency and his availability in the event of a national emergency.
- (2) Individuals considered to be potential Civilian Reservists, including persons currently employed by the Agency who are about to terminate

such employment, may be nominated for Civilian Reserve status by

PERSONNEL

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Operating Officials or other senior officials who have been or are officially associated with the individuals concerned. Such nominations may be submitted to the Director of Personnel in a memorandum or included, in the case of present employees, on Form 1152, Request for Personnel Action prepared at time of separation from the Agency.

- (3) The Office of Personnel shall ensure that reviews of Agency records of all individuals nominated for Civilian Reserve status including records of the Office of Personnel, the Office of Security, the Office of the Inspector General, the Medical Staff, and the Central Cover Staff are made to determine if there is any reason why the individuals should not be selected for Civilian Reserve status. Subsequent to these reviews, the Director of Personnel shall select with the approval of the Director of Security and the appropriate Operating Official (see subparagraph c(1) above) individuals to be contacted to determine their willingness to accept membership in the Civilian Reserve.

e. RESPONSIBILITIES

- (1) The Director of Personnel has primary responsibility for the administration of the Civilian Reserve program. This responsibility includes:
- (a) Identifying and locating, with the assistance of Operating Officials and Heads of Independent Offices, former employees and other individuals who are potential Civilian Reservists; and contacting individuals selected for Reserve status to determine their interest in membership in the Civilian Reserve.
- (b) Periodically contacting Civilian Reservists to determine their continued availability for and interest in membership in the Civilian Reserve and to obtain other information such as changes

PERSONNEL

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in status or acquisition of new skills which may be of use to the Agency.

- (c) Maintaining the Civilian Reserve Directory, reviewing requirements for the use of Reservists, and furnishing information from the Directory in accordance with subparagraph b above.

- (2) Operating Officials and Heads of Independent Offices are responsible for advising the Director of Personnel regarding:

- (a) The potential assets of individuals being considered for Civilian Reserve status and whether the names of former members of the Agency whose primary potential is in sensitive operational activities should be included in the Directory or, if included, what restrictions should be applied in regard to contacting them; and
- (b) The suspension of contacts with a Civilian Reservist who is engaged in operational activities and when he is again available for possible use by other components of the Agency.

f. INTENT. Nothing in this paragraph shall be construed as intending to restrict or prevent operating components in the Agency from maintaining supplementary directories of former employees and associates of the Agency for use in specific operational capacities.

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Dear Mr. _____:

You will recall that you have accepted membership in the National Defense Executive Reserve for this Agency. The Director has reviewed this program as part of a general study of our mobilization planning and found that our continued participation in the program is not justified.

Your willingness to commit yourself to this worthwhile National endeavor is appreciated; but, since the majority of our Reservists are in periodic contact with their sponsoring office in other capacities, there has been very little need or justification for them to participate in training programs such as those undertaken by other Federal agencies in the form of regional seminars and national conferences. In addition, certain cover problems have been encountered in our efforts to maintain a small covert segment of the large National program which is overtly administered and highly publicized.

There is no action required on your part except to destroy the Civil Defense Identification Card which was issued to you when you entered the program.

Again, your cooperation and willingness to serve the Agency are greatly appreciated.

Sincerely yours,

Emmett D. Echols
Director of Personnel

Note: This letter will be modified for those Reservists who are not current consultants whom the sponsoring offices desire to invite to join the Agency's Civilian Standby Reserve program.

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